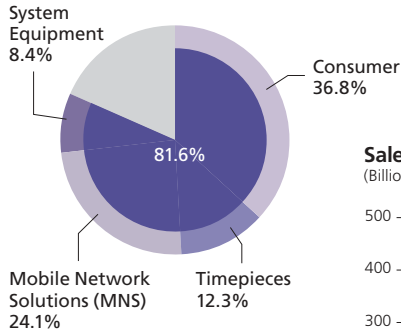


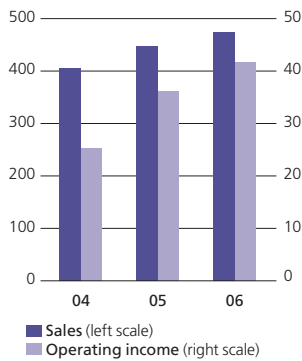
BUSINESS SEGMENT

Electronics

Sales (%)

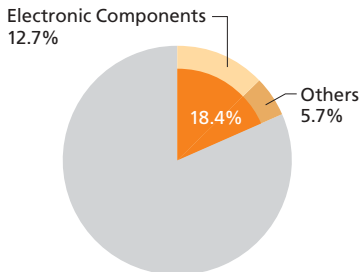


Sales and Operating Income
(Billions of yen)

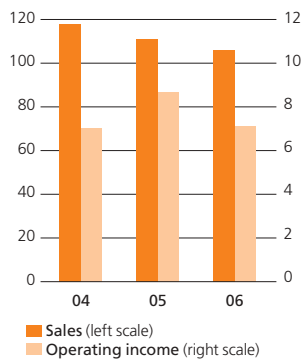


Electronic Components and Others

Sales (%)



Sales and Operating Income
(Billions of yen)



PRODUCT CATEGORY

- Stable Business
- Expansive Business

Electronics

Consumer

Principal Products

- Electronic Calculators
- Electronic Dictionaries
- Label Printers
- Visual-related Products
- Digital Cameras
- Electronic Musical Instruments

Timepieces

Principal Products

- Digital Watches
- Analog Watches
- Clocks

Mobile Network Solutions (MNS)

Principal Products

- Cellular Phones
- Handy Terminals

System Equipment

Principal Products

- Electronic Cash Registers (including POS)
- Office Computers
- Page Printers
- Data Projectors

Electronic Components and Others

Electronic Components

Principal Products

- LCDs
- Bump Processing Consignments
- TCP Assembly and Processing Consignments
- Carrier Tape

Others

Principal Products

- Molds
- Toys
- Factory Automation

PRODUCT PORTFOLIO

As the diagram below shows, our product portfolio is divided into Stable Businesses and Expansive Businesses.

The former (shown in blue), which generate a stable and high level of cash inflow, comprise products in which the Company enjoys a large market share and which therefore do not require heavy additional investment.

The latter (shown in green), comprise products whose markets are still expanding on a global scale, and are characterized by intense competition. These businesses require additional investment using the cash inflows from the Stable Businesses. If effectively utilized, this will enable us to win out against the stiff competition from other makers. We will thereby secure a larger market share and grow each expansive business into a major cash cow in the future.

